



Cognitive adaptation processes in the outsourced employees in Malls located in
Comuna 11 - Laureles in the city of Medellin, Colombia in 2015.

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1. INTRODUCTION

The purpose of this research is to describe the cognitive adaptation processes of the outsourced employees working in the malls located in Comuna 11 – Laureles in Medellin, Colombia in 2015. In order to do the aforementioned, a theoretical part and a case study compose the investigation. The theoretical fragment breaks down the main topics of the research describing what adaptation is, the adaptation processes of employees and outsourced ones. Following with the structure, the theory is compared with the information collected by the chosen instrument of the case study and the results were compared in order to analyze the cognitive adaptation processes in the outsourced employees in Malls located in *Comuna 11 - Laureles* in the city of Medellin, Colombia in 2015.

2. PROBLEM DESCRIPTION:

Outsourcing means having outside vendors supply services (such as benefits management, market research, or manufacturing) that the company's own employees previously did in house (Dessler, 2011). One of the main objectives of Outsourcing is to provide external resources that can accommodate to the needs of a specific company such as: physical, financial and human resources. Historically, (Greaver, 2011) explains that the global outsourcing market exceeded \$485 billion and it is set to grow at 8-10% per annum until 2015. Of this, \$65 billion was offshore outsourcing where some estimates suggest an annual growth rate of 15-20% over the next five years. Furthermore, over 50 per cent of the Fortune Global 500 had offshored IT and business process activities through captive centres, representing \$9 billion of business (Ilan Oshri et al, 2011).

The (statista.com, 2015) report shows the global market size of outsourced services from 2000 to 2014. In 2008, the global outsourcing market amounted to 87.5 billion U.S. dollars. Also in 2014 the revenue skyrocketed to 104.6 billion dollars, having a fundamental change from last year's amount.

Regarding business process outsourcing, Southern Europe has a leading trend with a 64% mark, whereas Latin America has a 51% and North America with a 43% (statista.com, 2015). These data shows that the aforementioned regions are developing plans to outsource business processes in other countries.

Despite the statistical data abovementioned, outsourcing has a qualitative tantrum regarding employee welfare. From a quantitative perspective, the price curve seems to be in favour of outsourcing.

However, there are some qualitative aspects that need to be considered. When understanding qualitative psychological factors such as culture, organizational awareness and employee performance, adaptation must be considered in order to achieve the strategic goal (s) that the company hopes to get from outsourcing practices (Venclová Kateřina et al, 2013).

At present, people, their knowledge and skills are considered to be the most valuable resource that a company has, and therefore; it is necessary not only to reward, but to develop them (Venclová Kateřina et al, 2013).

The skills and knowledge possessed by the employees are the resources that any company expects to extract or use in order to reach the company's goal. Therefore, processes held in the HR department are fundamental to determine what are the aspects that need to be changed and what are the methodologies or best procedures for the adaptation processes that employees have to go through.

Given the aforementioned reasons, this research project aims at answering how the cognitive adaptation processes are in the outsourced employees in Malls located in *Comuna 11 - Laureles* in the city of Medellin, Colombia in 2015.

3. OBJECTIVES

3.1. GENERAL OBJECTIVE

To characterize the cognitive adaptation processes in the outsourced employees in malls located in Comuna 11-Laureles, in the city of Medellin, Colombia in 2015.

3.2. SPECIFIC OBJECTIVES

- To characterize the adaptation processes of employees and outsourced ones from a theoretical viewpoint.
- To make recommendations to employers of *Comuna 11's* outsourced employees in order for them to improve the way their adaption processes are carried-out.

4. JUSTIFICATION

When it comes to outsourcing or any other practice in the business field, qualitative and quantitative analyses are equally important for understanding and making decisions in an organization. The following information presents the quantitative and qualitative aspects of outsourcing and how the latter interferes in the adaptation processes amongst outsourced employees.

In 1998, outsourcing became a hiring option in Colombia since the new legislation, as it is later explained, made companies more competitive and efficient while creating an environment of innovation and job availability. Even though there is not a specific law that regulates outsourcing by itself “Colombian legislation makes its implementation possible through judicial figures which are: *empresas asociativas de trabajo*, *cooperativas de trabajo* and *Trabajo independiente*”. Their respective laws are: la Ley 10 de 1990, la Ley 79 de 1988, la Ley 50 de 1990 respectively (Carolina Bernal et al, 2013)

Additionally, the Circular 067 de 2010 makes reference to the qualification of outsourcing services by means of the hiring institution. Due to this motive, institutions that hire under outsourcing practices, for their total or partial attention of their services, should meet one or more of the aforementioned laws of the Colombian legislation (Mintrabajo, 2014).

Even though the Colombian legislation clearly supports outsourcing from a legal standpoint, the psychological aspect, which is the qualitative component, has not been fully noticed while some companies implement outsourcing services. An article written by Leigh Richards in the business news journal ‘Chron’ explains that “Change is important in organizations to allow employees to learn new skills, explore new opportunities and exercise their creativity in ways that ultimately benefit the organization through new ideas and increased commitment” (Richards, 2015).

Change however is most likely not to occur if an employee does not feel comfortable from a psychological perspective. The British psychological society states that “Improving the psychological well-being of a workforce brings benefits for both the individual employees and the organization as a whole. Psychological well-being is a core aspect of overall well-being and is linked to physical health, longer lives and greater happiness for individual employees” (British Psychological Society, 2010, pág. 3).

Psychological wellbeing is reached in part due to a successful adaption process. During an interview with Ghaleb Darabya, the managing director of Cambridge Leadership Associates Middle East describes the importance of adaptation “We need to adapt to new realities all the time, so the greater your adaptive capacity is the more likely it is that you will thrive” (Duncan, 2011).

Adaptation as a psychological aspects is studied under the cognitive branch of psychology through: perception, attention, memory, language, problem solving, reasoning and decision making (Goldstein, 2008); which will be the theoretical through which adaptation will be studied in this case study.

Due to the reasons mentioned above, this research is important given that it approaches relevant to qualitative aspects of adaptation processes, how these affect performance and how they have a consequence regarding the managerial execution of outsourcing and it recognizes the effect that this bond entails for institutions.

5. CONCEPTUAL FRAMEWORK

5.1. DESCRIPTION OF ADAPTATION PROCESSES OF EMPLOYEES FROM A THEORETICAL VIEWPOINT

“The complexity of adaptation is maximal for systems which are intermediate between perfect order and complete disorder, and which are also characterized by the existence of many relevant length and time scales”, (Huberman and Hogg, 1986). Adaptation, a concept studied by many sciences and disciplines is often segmented as a process given the complexity of its nature. Humans as part of a system which belongs to nature are also under the wing of adaptation and the processes that are needed to adapt.

Because systems are diverse, humans have been required by their surroundings to adapt to given situations. Work, being a situation that has always accompanied humans in their struggle for existence is now a multifaceted environment where employees attempt to adapt to it day after day. In order to understand adaptation and its processes, a background of the epistemological meaning of the concept constitutes the conceptual framework and then the psychological theory of cognitive adaptation, a process from a scientific perspective, and finally cognitive adaptation processes, which are then used for the case study.

5.2. ADAPTATION

The human as an individual can respond to environmental stress with physiological and growth adjustments (O’Neil, 2014). Through this, the individual is adjusting, changing, familiarizing or adapting. As individuals evolve, so does the velocity and capacity through which they adapt to an environment (O’Neil, 2014).

Generally speaking, “environment literally means surrounding and everything that affects an organism during its lifetime, collectively known as its environment”

(Newagepublishers, 2009, pág. 1). Starting from this definition, it is noted that an environment must contain both organisms and physical surroundings in order to be qualified as such.

The simplicity on which the concept of environment used to lay has evolved from primal rudimentary conditions, to a more complex surrounding that now counts with more eloquent anthropocentric notions such as: economic, social, cultural and technological. From an anthropological view, an environment deals with the relationship between people and their surroundings (Steward, 1998). Steward explains as stated above that because both humans and their environments evolve correspondingly, the intricacy of their interaction only grows more codependent. To this process, he has referred to as homeostasis or balance between culture and environment (Steward, 1998).

The following question then arises: how do culture and environment find a balance? The answer is through adaptation. From a reduced biological standpoint, adaptation is defined as "the process through which organisms or populations of organisms make biological or behavioral adjustments that will facilitate or assure their reproductive success, and therefore survival, in their environment" (Simonet, 2010, pág. 2). At the present, its definition has adjusted to Steward's homeostasis theoretical perspective, "It is found in changes in the individual at the beginning of the development of aptitudes to integrate and acquire the feeling of belonging to a group" (Burton et al, 2002, pág. 3). By this, it is concluded that through adaptation the individual is able to adjust to groups (other individuals) and their environmental demands (culture).

5.3. PROCESS

The online etymology dictionary defines a process as: "course or method of action", a "continuous series of actions meant to accomplish some result; course of action of a suit at law" (Online etymology dictionary, 2015). Although the complexity of a

process varies from science, discipline or present struggle; it is not indigenous to one of these specific items.

The scientific understanding and use of a process comes from the Scientific Method by the American Association for the Advancement of Science (AAAS). The AAAS considers that the Scientific Method is thought of as a set of intellectual skills that are associated with acquiring reliable information about nature, which is why it was decided to divide it into thirteen processes (AAAS, 2014):

1. **Observation:** This is the most fundamental of all of the processes. Observation may be defined as the gathering of information through the use of any one, or combination of the five basic senses; sight, hearing, touch, taste, and smell (Jinks, 1997).
2. **Measurement:** is an observation made more specific by comparing some attribute of a system to a standard of reference (Jinks, 1997).
3. **Classification:** Classification is the process of grouping objects on the basis of observable traits. Objects that share a given characteristic can be said to belong to the same set. The process is somewhat arbitrary depending upon the identifying trait selected (Jinks, 1997).
4. **Quantification:**

“Refers to the process of using numbers to express observations rather than relying only on qualitative description. The process has two major values. First, by expressing something in numerical terms the need for translation of verbal meaning is reduced. Second, the use of numbers allows mathematical logic to be applied to attempts to explore, describe and understand nature”. (Jinks, 1997).
5. **Inferring:**

“An inventive process in which an assumption of cause is generated to explain an observed event. This is a very common function and is influenced by culture and personal theories of nature. The nature of this process is inventive within the parameters of cosmology and culture”. (Jinks, 1997).

6. **Predicting:** This process deals with projecting events based upon a body of information. By definition, predictions must also be testable. This means that predictions are accepted or rejected based upon observed criteria. If they are not testable they are not predictions (Jinks, 1997).

7. **Relationships:**

“The process skill of relationships deals with the interaction of variables. This interaction can be thought of as a kind of influence--counter influence occurring among a system's variables. The notion of relationships can be extended into more abstract areas such as values, friendships, marriage, love, and growth, for examples”. (Jinks, 1997)

8. **Communication:**

“Group of skills, all of which represent some form of systematic reporting of data. The purpose of the communication skills is to represent information in such a way that the maximum amount of data can be reviewed with an eye toward discovering inherent patterns of association” (Jinks, 1997).

9. **Interpreting data:** This process refers to the intrinsic ability to recognize patterns and associations within bodies of data. Interpretation probably requires creative thinking that results in the invention of conceptual umbrellas that can encompass the data. (Jinks, 1997).

10. **Controlling variables:** Group process because one may engage in several different behaviors in an attempt to control variables. Understanding the nature of the skill requires analytical thinking in which the system under study can be reduced to a set of interacting components. (Jinks, 1997)

11. **Operational definitions:**

“One that is made in measurable, or observable terms. An operational definition should not require interpretation of meaning nor is it relative. The meaning of the defined term must be explicit and limited to the parameters established for the definition. An operational definition is primarily a research tool and related to the concern for controlling variables. The major function of operational definitions is to

establish the parameters of an investigation or conclusion in an attempt to gain a higher degree of objectivity". (Jinks, 1997).

12. Hypothesizing:

"Hypothesizing is, again, an intrinsic and creative mental process rather than a more straightforward and obvious behavior. Consequently, developing this ability is probably less a product of linear training but more a function of intuitive thinking that emerges from experience." (Jinks, 1997).

13. Experimenting: This process is a systematic approach to solving a problem. Experimenting is synonymous with the algorithm called scientific method which follows these five basic steps (Jinks, 1997):

PROBLEM---->HYPOTHESIS---->PREDICTIONS---->TEST OF PREDICTIONS---->EVALUATION OF HYPOTHESIS

The managerial viewpoint explains a business process as a collection of linked tasks, which find their end in the delivery of a service or product to a client (WordPress, 2014). A business process has also been defined as "a set of activities and tasks that, once completed, will accomplish an organizational goal" (Appian, 2015). The process must involve clearly defined inputs and a single output. These inputs are made up of all of the factors which contribute (either directly or indirectly) to the added value of a service or product (Appian, 2015).

The business definition, like the scientific one, explains that in order to get to a result specific steps of the process are needed. Conversely, in order for those processes to be achieved it is needed, as Appian defined, a series of inputs that congruently wish to accomplish a single output. Even though the output is clear, the inputs sometimes vary. In an organization this inputs are usually: financial, technological, physical and human.

5.4. ADAPTATION PROCESS

Antecedently in Darwin's era, biological fitness was considered as "the individual's performance in terms of survival or in the number of progeny, in comparison with conspecifics living in a common environment" (Crews, 2003). When conspecifics manage to last in the common environment, they also manage to adapt to it. This is known as the biological intake of adaptation.

Biology, being evolutionary by nature is bound to grow more complex through time and generate new paradigms that also aim to explain aspects of adaptation. (Endler, 1986) exposed that adaptation is "defined with reference to individuals whereas fitness is defined with reference to genes and is thus a characteristic of populations".

Edward Hagen from the Institute for Theoretical Biology in Berlin explains that "There is no fundamental or qualitative difference between information processing adaptation (i.e. psychological) and any other type of adaptation and, like any other process, adaptation consists on other processes that allow it to develop for individuals (Hagen, 2004).

From an individual perspective, psychological adaptation is a component of the nervous system, due to information processing of a specific situation or problem; generating a positive or negative change in the informational state of a system (Hagen, 2004). If the change is positive, it is understood that the individual is adapting.

5.5. COGNITIVE ADAPTATION PROCESS

At first, a concept that originated and was studied by biologist, psychology then undertook it when its nature ceased to be a physiological struggle. Understanding psychology as a multi-pragmatic discipline, is considered that its branches revolve around numerous scientific systems that include countless theoretical paradigms.

In the early years of psychology, the term of psychological adaptation was “the process of unceasing interaction between Man and the ever-changing world within which he evolves, a complex dynamic that articulates the different actions of the subject, as well as the different processes that enable the emergence of transformation perspectives” (Simonet, 2010, pág. 3).

After years of evolution of the discipline, psychology has then separated from its psychoanalytic roots and acquired scientific knowledge from behavioral and cognitive approaches. This work will take cognitive psychology as a reference since it aims to comprehend and explain the processes of adaptation from the six stages that conform cognition¹.

5.5.1. Perception

Goldstein states perception as the first stage in the cognitive psychological process, a conscious experience that results from stimulation of the senses. The stimulation of the senses happens when individuals recognize their surroundings, through objects, and conclude their position in a specific environment (Goldstein, 2008).

The complexity of perception begins at understanding that is central to human’s everyday experience and yet, it is the result of a neurological process that causes behavioral actions in humans.

The neurological process is divided into two angles of perception.

¹ Cognition: the mental processes which are superior and process information” (Goldstein, 2008)

Chart No. 1 – Perception Process

Adapted from: Goldstein, 2008.

<p>Bottom-up Processing</p>	<p>Begins with the stimulation of the receptors and it is crucial for determining an individual's experience because if their receptors are not stimulated, they won't see anything</p>
<p>Bottom-down Processing</p>	<p>Involves a person's knowledge regarding a specific object or surrounding. This knowledge is classified as perceptual knowledge.</p>

5.5.2. Attention

Attention is the process on concentrating on specific features of the environment, or on certain thoughts or activities. Attention is the stage that comes after the perception caused by a specific stimuli and manages to obtain the interest of an individual (Goldstein, 2008).

Attention is central to many aspects of cognition, given that it determines whether an individual is going to take action regarding the specific stimuli or simply leave it as a perception.

Attention has a process of three steps that determine a successful outcome, which is when individuals manage to just not perceive, but focus on something in specific. Goldstein draws this flow as Selective attention > Divided attention > Visual Attention (Goldstein, 2008).

Chart No. 2 – Attention Process

Adapted from: Goldstein, 2008.

<p style="text-align: center;">Selective Attention</p>	<p>Ability to focus on one message and ignore all the others.</p>
<p style="text-align: center;">Divided Attention</p>	<p>The ability to pay attention to, or carry out two or more different tasks simultaneously.</p>
<p style="text-align: center;">Visual Attention</p>	<p>Viewed as a neural system for the selection of information similar in many ways to the visual, auditory, or motor systems</p>

5.5.3. Memory

It is the process involved in retaining, retrieving, and using information about stimuli, images, events, ideas, and skills, after the original information is no longer present (Goldstein, 2008).

Memory is generated from the results of perceiving and paying attention to exogenous stimuli. The fact that individuals retain information for long periods of time has a strong impact on individual development in a certain environment (Goldstein, 2008).

Individuals regard and remember their environment through what Atkinson and Shiffrin defined as the Modal Model, which aims to explain memory in three different stages (Schiffrin & Atkinson, 1968).

Chart No. 3 – Stages of Memory

Adapted from: Goldstein, 2008.

Sensory Memory	An initial stage that holds all incoming information for seconds or fractions of seconds.
Short Term Memory	Holds a small amount of information for a reduced period of time.
Long Term Memory	Holds large amounts of information for years or even decades.

5.5.4. Language

As the common denominator of these processes, language from a psychological definition is a system of communication through which we code and express our feelings, thoughts, ideas, and experiences (Goldstein, 2008).

Language goes beyond simple signals through which human beings communicate to transmit a specific message. Language can vary as auditory (sounds), written (symbols or letters), and visual (corporate and imagery), (Goldstein, 2008).

Even though the aforementioned are key for the study of cognitive psychology, the aftermath of this system of communication is what affects the outcome that languages has, and therefore all the other cognition processes. Cognitive psychology understands the aftermath that language has through:

Chart No. 4 – Stages of Language**Adapted from: Goldstein, 2008.**

Comprehension	This is explained as how people learn and understand language. The effect that these have is called comprehension, which is generated by the impact of words, sentences, sounds, symbols, letters, etc.
Speech Production	Besides being how people produce a language, it includes the physical and mental process that occurs to produce a desired message.
Acquisition	This is not only how people learn a language, but how languages and messages accumulate in the memory of individuals to form a specific perception.

5.5.5. Problem solving

Situation that occurs when there is an obstacle between a present state and a goal state and it is not immediately obvious how to get around the obstacle (Goldstein, 2008).

Gestalt psychologists realized that one of the most efficient manners to approach problem solving was to ask individuals how problems are represented in their minds. These psychologists came to the conclusion that a problem involves a *reorganization* or *restructuring* in a person's mind in order to have *insight*, or better understood as a sudden realization of a problem's solution (Goldstein, 2008).

5.5.6. Reasoning and decision making

Cognitive processes by which people start with information and come to the conclusions that go beyond that information. Reasoning can either be inductive or deductive (Goldstein, 2008).

By definition, reasoning can be as simple as drawing conclusions from a given situation. Because reasoning is the result from comprehension, it becomes more than just a process of coming up with conclusions. Reasoning is segmented in two, deductive and inductive (Goldstein, 2008).

Chart No. 5 – Types of Reasoning

Adapted from: Goldstein, 2008.

<p style="text-align: center;">Inductive Reasoning</p>	<p>Reasoning in which a conclusion follows from a consideration of evidence. This conclusion is stated as being probably true, rather than definitely true.</p>
<p style="text-align: center;">Deductive Reasoning</p>	<p>Reasoning that involves syllogisms in which a conclusion logically follows from premises.</p>

Whether the reason is deductive or inductive, the person is bound to make a decision.

5.6. Explanation how these processes affect adaptation.

It is important to consider that adaptation may or may not happen in each of these processes individually. In this research, it is aimed that when all of these processes occur in a consequent manner, adaptation becomes the particular result they are leading to.

5.7. Adaptation processes amongst outsourced employees

Simonet illustrates the relation and importance that adaptation serves to an organization and its employees. He designates it as “The function of adaptation is a principal of organization that enables one to understand the relation between parts of the system, as well as the system as a whole. It deals with all the means that the system and its members must use in the pursuit of goals” (Simonet, 2010).

The pursuit of these goals is gained when the company's resources are used to a maximal potential. When the enterprise seeks to maximize these resources (financial, physical and technological), the worry of their behavior and development in the company becomes irrelevant assumed that such are inanimate items.

Nonetheless, when the time comes to maximize the human resources, adaptation becomes a factor that it has its own department making sure that adaptation is taking place for the employees and its being of benefit to the company.

In the first stage, and taking into account that the Human Resources Department is using or measuring adaptation in their employees from a cognitive approach, then it should make sure that employees perceive a good image and work environment of the organization. Then, if the person is satisfied with this *perception*, their *attention* is going to focus on the given task. The above stated is something that begins since the recruitment process.

When the first two processes are done successfully, the person will begin to *retain* a good appearance of their company and therefore continue to perform well based on the positive stimuli that it generates. It is essential to recognize that these processes revolve around *language*, not the philological systems of communication from regions, but rather a unique way from employees and managers to communicate amongst each other.

Now, when a situational change or *problem* affects the company, the employee will have a tendency to *reason* in a positive manner and *make the best decisions* for the company's wellbeing.

In conclusion when these adaptation processes are done effectively, it is then recognized from a cognitive approach that the individual has adapted to the company.

5.8. Description of the adaptation processes among outsourced employees from a theoretical viewpoint:

The essence of outsourcing is linked to the optimization of business processes, where companies look for a service provider that can execute a more efficient job in the areas that are affecting the performance of the company. Therefore, there are three factors that need to get involved with third organizations and its external resources, specifically its human resources.

5.8.1. Culture

Outsourcing as a process where outside vendors take place, it is influenced by the people involved in the process. Being an exchange of labour, adaptation processes need to be considered; in aspects such as employee's behaviours, attitudes, beliefs, language and all the factors that permeate how the job environment will turn out.

Edward Burnett Tylor (1996) was the first at defining culture from an anthropological approach: "Culture, taken in its wide ethnographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society" (Tylor, 1871). The connectivity that men generates with its morals and beliefs, also understood as culture, transfers to society where the awareness of such and the behaviour generated from it, determine an outcome in specific situational environments. In this case, companies will be the situational environments to be studied.

An interesting aspect of cultural transfer, is that at first it begins as a transnational measure, then it condenses to a national culture, where it involves local cultures; finally reaching an organizational culture (Venclová Kateřina et al, 2013). An interesting aspect of cultural transfer is the transformational quality of the transmitted content and the adaptability of cultural phenomena to new cultural settings. How and

to what extent products of individual cultures adapt to foreign circumstances is central to the process of cultural migration (Venclová Kateřina et al, 2013).

This cultural migration happens in different levels, first at a transnational level, then at a national level, climbing down all the way to the local level; at the end attaining the organizational level.

According to (Venclová Kateřina et al, 2013), Cultural transferability gained prominence with the evolvement of global economies that, together with technological growth, have extended the range and meanings of cultural permeation. As it was previously mentioned, Friedman (2005) exposes the forces that flattened the world; bringing cultural shocks as inventions and the implementation of the Netscape in life were making their way to connect people and institutions from different placed around the globe (Friedman, 2005).

Although cultural transfer still leaves traces in the lives of the individual, it predominantly affects collective entities, spreading on classes, groups, and communities to manifest its agency on a macroscopic social scale. Cultural convergence 'is more than simply a technological shift' but a force, which "alters the relationship between existing technologies, industries, markets, genres, and audiences" (Venclová Kateřina et al, 2013)

5.8.2. Organizational Awareness

In terms of memory, awareness is the recognition or recollection of persons, objects and/or experiences that are stored in the conscience of a person (ONLINE ETYMOLOGY DICTIONARY, 2015). Many of the aspects that are stored in the mind and remembered in a given situation are cultural or culture related. Because culture is permanent and environments vary, the following question arises, how much does culture permeate and affect what individuals are aware of, more specifically in an organization?

“Organizational awareness is a level of understanding different aspects of the organization including workings, structure, and culture of the organization. It also consists of the understanding of political, social, and economic issues affecting the organization” (catherineaccounting, 2011).

According to Edgard A. Shein, organizational awareness is directly linked to organizational culture. Employees become aware of organizational surroundings and act upon them according to two different levels. The first one is defined as *visible artefacts*, this is known as a constructed environment of the organization, its architecture, technology, office layouts, manner of dress, visible or audible behaviours patterns, and social documents. Shein explains that this level is tricky because the data is easy to obtain but hard to interpret (Gray, 1998).

The second level that directly looks at the values from employees, is called *govern behaviour*². When identifying values it is usually noted that they represent accurately only the manifest or espoused values of a culture, therefore employees will act and then perform according to what they were taught as values (Gray, 1998).

5.8.3. Employee Performance

The processes of adaptation that have been mentioned become important when a common objective by the company is employee performance. The changes lying on the employees due to their situation as a “foreigners”, is that these people can become the main focus that companies should start working on.

From a theoretical viewpoint, Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2005). Performance management is the system through which organizations set work goals, determine performance

² The term “rule-governed” behavior is used when responses are controlled by a verbal description of a contingency rather than the contingency itself.

standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards (Briscoe & Claus, 2008).

Regular employee appraisal can reveal the status of their performance and also provides information necessary for further operation of the organization, and eventually its development.

5.9. Human Resource Management processes supporting Outsourcing

Despite that there is a potential connection between the performance of the employees and the company, plenty of outsourcing organizations focus on controlling the risk this process may have (legal risk), forgetting the complexity of managing people. As Barthelemy (2001) confirms, “psychological aspects of outsourcing are generally classified as part of the ‘hidden cost’ of outsourcing” (Morgan and Symon, 2004).

In the book *The Human Side of Outsourcing: Psychological Theory and Management Practice*, the author points out that companies start doing outsourcing processes choosing price over other aspects, regretting this later. The relation between the parts is critical to achieve success (Morgan, 2009).

Leaning on the concept (and practices) of Human Resources, Dessler defines it as “the process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns” (Dessler, 2011). It is noticeable that psychological aspects take a big part on the processes done by the department in charge of human resources. Thus, the steps taken to implement HR practices should be considered in processes like Outsourcing.

Dessler describes in his book this process as follows:

- **Job Analysis:** The procedure through which companies determine the duties of these positions and the characteristics of the people to hire for them (Dessler, 2011).

- **Recruitment:** Process of deciding what positions the firms will have to fill, and how to fill them. Employment planning should flow from firm's strategic plans (Dessler, 2011).

- **Interviewing:** Process of whittling down the applicant pool by using tools like tests, assessment centers, and background and reference checks (Dessler, 2011).

- **Training:** Provides new employees with the information they need to function. It should also help new employees start getting emotionally attached to the firm (Dessler, 2011).

- **Developing:** Activities that enhance awareness and the identity, developing talent, building human capital, and facilitating the implementation, increasing quality of life, and helping to the realization of dreams and aspirations (Dessler, 2011).

- **Appraising:**

Evaluating an employee's current and/or past performance appraisal involves setting work standards, assessing the employee's actual performance relative to those standards and providing feedback to the employee with the aim of motivating his or her to eliminate performance deficiencies or to continue to perform above par. (Dessler, 2011).

- **Managing:** Attempting to future or actual improvements in management, through new knowledge, attitudes or increasing employee's skills (Dessler, 2011).

- **Compensating:** Refers to all forms of pay going to employees and arising from their employment (Dessler, 2011).

- **Lay-off:** Having selected employees take time off, with the expectation that they will come back to work. Downsizing refers to permanently dismissing a relatively

large proportion of employees in an attempt to improve productivity and competitiveness (Dessler, 2011).

The HR department that is also in charge of possible outsourcing processes within the company conducts the abovementioned functions (Dessler, 2011). Thus, these are implemented with outsourced employees, the HR staff has to bear in mind possible issues that can overcome trying to adapt the new employees that are used to other company's organizational culture and environment; plus other personal and cultural characteristics, like different nationalities and language limitations.

There is evidence that confirms that even within one country there are differences in organizational culture that need to be considered, and staff will need to prepare on how to understand and handle the differences. As the author said, "Cross-cultural training may be required to enable those negotiating to be fully effective" (Morgan, 2009).

Research in outsourcing regarding adaptation amongst employees has been limited. Some investigations examined how employees feel being outsourced and being transferred to other organizations (Morgan and Symon, 2004). Other research points out employee's expectations about being outsourced and the relation with the new company. These outsourcing transitions are expected to lead to job insecurities, such as anxiety, that affects how the process of outsourcing should function (Schillen & Steinke, 2011) .

Nowadays, practices have become more diverse in a flattened world where many factors determine its efficiency. "The investments in technology made by India in satellite broadband connectivity and undersea cables have changed the shape of the world; leading to cheap and abundant global communications". Thus, what was once a practice that belonged to India has now expanded to a variety of places giving its success (Friedman, 2005) .

Due to the factors generated for globalization, companies were faced with getting to a point where they would break even or become profitable. "Cost pressures were

enormous, and the flat world was available, economics were forcing people to do things they never thought they would do or could do...Globalization got supercharged- for both knowledge work and manufacturing” (Friedman, 2005).

Starting from the dynamics of globalization, companies realized that they could find specialized labor in other countries and pay them according to the tributaries standards of their country. According to (Hanks, 2015) the cost of hiring one engineer in America is equivalent to four salaries of equally qualified Chinese engineers.

From another point of view, outsourcing is a successful practice because it enables companies to focus on their core business and offshore those activities that they consider secondary. “The 2002 Outsourcing World Summit found that in the past year, outsourcing increased in importance as a business strategy at 73 percent of the attendees' organizations. In addition, 10 percent of the organizations are expected to increase outsourcing spending by more than 25 percent this year. Outsourcing is clearly an important business strategy today and will continue to be a force in the near future” (Moynihan, 2002).

The expansion of outsourcing has also created new managerial challenges for companies who choose to send their services abroad. Considering that the factors increasing managerial difficulties grow even further, their importance and the search for the best solutions become key for this practice to be successful.

A great deal of evidence has accrued to suggest that changes taking place in the global business environment are not often accompanied by complementary changes in Human Resources Management (HRM) practices leading to a situation whereby the failure of some firms is due to the mismanagement of people rather than to problems with technical systems per se (Misra, 2009).

According to (Bawa & Ali, 1999), the mismanagement of people is a situation that causes failure in many human resource management practices among companies worldwide. Outsourcing being a practice under a branch of human resources management, is also prone to suffer the same consequences.

Outsourcing as any other practice of HRM, involves taking care of the new employees through processes where the company can identify and shape the behavior of the workers in order to obtain the ideal results that are expected from them. Change is expected, by means adaptation is required; and if the steps taken by the HR department do not consider the actual situation of the employees, the adaptation process might not be successful.

One of the many concerns of human resources is for employees to have the best adaptation process possible by considering it part of an overlooked aspect in mismanagement, where each of the adaptation processes play strategic roles in future performances of the employees that have been outsourced.

Adaptation processes are meant to affect all the aspects related to the employee's performance. Companies usually take into consideration when implementing outsourcing practices the operational conditions that the employees will face in the activities that are going to be handed to them; given that these employees are operating in an external environment. According to the global management consulting firm Bain Company, some of the operational conditions that companies find valuable and use as levers are: reducing procurement costs, optimizing production, optimizing distribution and optimizing after-sales service (Böttcher & Neuhaus, 2015).

Some of these factors are not just linked to operational conditions, but one issue that most enterprises oversee, while implementing outsourcing practices, is the human factor. According to OFS's Global project "The Real Cost of Outsourcing", is defined as follows:

1. **Productivity:** you simply cannot take a person in your home country and easily replace him/her with one offshore worker. One reason for that is the home country workers' comfort level with speaking up and offering suggestions (OSF Global Services, 2012) .
2. **Turnover:** Another productivity killer is high turnover at offshore vendors. Attrition rates climb as high as 35% in India, according to the National Association of

Software and Service Companies. Turnover can cost an additional 1% to 2% (OSF Global Services, 2012).

3. **Communication:** These issues can slow things to a halt. Language and other cultural differences can cost an extra 2% to 5% (OSF Global Services, 2012).

When the impact of the cultural cost and the three items that compose it are overlooked, adaptation is halted and the mentioned managerial challenges begin to appear. In an equation that turns as follows: one side is obtaining the expected benefits, cost reduction. The other side is obtaining its desire goal, which is employment. Thus, in the congruent nature of outsourcing, the adaptation of human resources becomes a struggle and an overlooked variable in this equation.

Leahey (2009) describes adaptation through evolutionary psychology as “the worries in shaping the behaviour and thoughts of organisms; due to the fact that every aspect in human nature ends up being adaptive in the struggle for existence”.

The struggle for existence, stated by (Leahey, 2013), can be given in any situation in which individuals are involved; such as: work, study, social life, etc. It is important to consider that at the moment of going through situational changes, adapting becomes a tool for the development of capacities with the end to adjust in a specific environment bringing a complex issue at hand, which is the fact that adaptation is segmented in a sequence of processes that become present in a variety of sciences and disciplines. Being Biology, Anthropology and Psychology one of these, Adaption in biology is “a process by which an animal or plant species becomes fitted to its environment. Even the simpler organisms must be adapted in a great variety of ways, in their means of defense and attack, in their reproduction and development, and in other respects” (Gittleman, 2014).

Psychology is another discipline that meets with the concept of adaptation. Psychological adaptation is “the ongoing process, anchored in the emotions and intellect, by which humans sustain a balance in their mental and emotional states of being and in their interactions with their social and cultural environments” (The Medical Dictionary, 2015)

The aforementioned leads to say that Management and Psychology meet in a common branch known as Human Resources Management.

In 2005, Gilbreth explained managerial psychology as “the branch of psychology studying mental features of the person and its behavior in the course of planning, organization, management and the control of joint activity” (Shelale, 2008).

Outsourcing being a practice of HRM is bound to be influenced by the psychological perspective abovementioned. By reason of this theoretical approach, HRM regardless of place is sometimes different in nature, but never in scope. “Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include: It is pervasive in nature as it is present in all enterprises. It is all about people at work, both as individuals and groups. It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.” (Fadel, 2012).

6. METHODOLOGY

This research is qualitative with a descriptive approach. It consists in getting to know the situations prevailing customs and attitudes through the description of activities, objects, processes and people. The data and theory are compiled, and the information is summarized; then the results are analyzed in order to obtain meaningful generalizations that contribute to knowledge.

The research is also directly linked to an inductive approach, which starts with the observations and theories that are formulated towards the end of the research and as a result of observations (Goddard and Melville, 2004). Inductive research “involves the search for pattern from observation and the development of explanations – theories – for those patterns through series of hypotheses” (Bernard, 2011, p.7). In other words, no theories would apply in inductive studies at the beginning of the research and the researcher is free in terms of altering the direction for the study after the research process had commenced (Research-Methodology.net , 2006).

Neuman (2003, p.51) affirms inductive research to begin with detailed observations of the world, which moves towards more abstract generalizations and ideas. In other words, when following inductive approach, beginning with a topic, a researcher tends to develop empirical generalizations and identify preliminary relationships as the research progresses, (Research-Methodology.net , 2006).

6.1. RESEARCH DESIGN

Qualitative research is a generic term for investigative methodologies described as ethnographic, naturalistic, anthropological, field, or participant observer research. It emphasizes the importance of looking at variables in the natural setting in which they are found. Interaction between categories is important. Detailed data is gathered through open ended questions that provide direct quotations. The interviewer is an integral part of the investigation (Jacob, 1988). This differs from quantitative research which attempts to gather data by objective methods to provide information about relations, comparisons, and predictions and attempts to remove the investigator from the investigation (Smith, 1983), (Oklahoma State University, 1997).

6.2. INSTRUMENTS

This is the original instrument generated according to each of the adaptation processes. The purpose was to go to different malls in Comuna 11-Laureles, Medellin. The methodology is to interview different employees whose services were outsourced. Other characterizations are further explained in numeral 7.

The following survey was created in accordance to the adaptation processes and the questions were aimed at understanding of whether or not the employee

successfully passed each process. A total of 10 outsourced employees were interviewed in the different malls of Comuna 11- Laureles.

Format:

Please answer the following questions. Remember that there are no right or wrong answers. You may guide yourself with the following definition of adaptation. In case you have any doubts, do not hesitate to ask the interviewers during any time of the interview.

Adaptation: “Change or adjustment to improve something, or that makes it adequate for a different situation. (Gittleman, 2014)

First part:

1. Describe adaptation in your own words and how you would define an adaptation process.
2. Do you consider that your organization has an employee adaptation process? If so, can you describe it?
3. How long have you been working for your organization?
4. Do you believe that your organization or any other company for that matter should have or consider an adaptation process for employees?
5. Do you consider that an adaptation process has an impact on working performance?
6. Who do you believe should be in charge of an adaptation process in your organization?
7. Which factors do you consider are barriers regarding an adaptation process?
8. Understanding that you are an outsourced employee, do you have a sense of belonging with you organization?

Second Part:Perception:

1. What was the initial perception of your organization?
2. How has the perception of your organization changed over time?

Attention:

1. Besides a monetary stimuli, what factor(s) drove you to choose your organization for an employer?
2. What actions affect or have affected the working environment in your organization?

Memory:

1. If any, what factors, efforts, or actions has your organization done that you consider memorable in regards of your wellbeing?
2. What is the first word that comes to mind regarding work in your organization?
3. Has a negative event ever occurred that lead you to have difficulties in your development in the organization?

Language:

1. Do you consider that your organization has a unique or specific way of communicating with their employees?
2. Do you think that a specific form of communication amongst employees plays a key role in the working environment in your organization?

Problem solving:

1. In your own words, how does the ability to solve problems depend on how the problem is understood and how the solution is viewed by the group?
2. What is the difference between solving a problem individually or in a group?

Reasoning and Decision Making:

1. When dealt with a situation that might have made you uneasy or feel under pressure, what were your first thoughts or attempt of reasoning?
2. How does reasoning operate when you have to weigh the pros and cons before making a decision?
3. How does the fact that people sometimes feel a need to justify their decisions affect the process by which they make these?

Third Part:

1. Do you believe that if the aforementioned answers have a positive result or connotation, it can be stated that you have successfully adapted to your organization?

Note of clarification: The surveys of the interviewed employees cannot be annexed to the paper given that they were open interviews, done at random and the authors do not have written permission from the companies to publish them.

Given the complexity of some of the terms or questions in the original survey, it was decided to restructure it, so that it can be understood by the *different employees*³ in the malls of *Comuna 11-Laureles*.

Restructured survey

Please answer all the following questions. Remember that there are no right or wrong answers. You may guide yourself with the following definition of adaptation in case of doubt.

Adaptation: change or adjustment to improve something, or to make it suitable to a different situation. (Gittleman, 2014)

³ Different Employees: variety of workers whose job complexity differs due to specific economic activities.

First part:

1. In your own words, what is adaptation and do you believe that there is a process to adapt to work?
2. Do you consider that your organization has a way for their employees to adapt? If you believe they do, can you describe how you think they are handling it?
3. How long have you been working at your organization?
4. Do you believe that your organization or any other company should have or consider adaptation for their employees?
5. Do you consider that an adaptation has an impact on your work?
6. Who do you believe should be in charge of an adaptation process in your organization?
7. Which factors do you consider are barriers regarding adaptation in your organization?
8. Do you feel that you have a sense of belonging with your organization?

Second Part:**Group 1**

3. What was the initial perception when you first started working in your organization?
4. How has the perception of your organization changed from the time you started working there until now?

Group 2

1. Besides a salary, what factor or factors drove you to choose your organization for an employer?
2. What actions affect or have affected the working environment of your organization?

Group 3

4. If any, what actions has your organization done in regards of your wellbeing?
5. What is the first word that comes to mind regarding work in your organization?
6. Has a negative event ever occurred at your organization that made you have difficulties during work?

Group 4

3. Do you consider that your organization does a good job when it comes to communicating with their employees?
4. Do you think that a clear form of communication between employees plays a positive role when working in your organization?

Group 5

3. In your own words, do you believe that working as a team rather than alone improves the ability to understand and solve a problem?
4. What is the difference between solving a problem individually or in a group?

Group 6

4. When you were faced with a situation that made you feel under pressure, what were your first thoughts?
5. How does reason/logic affect when making a decision at work?
6. Do you think that when you have to justify a decision (good or bad), such justification affects the outcome of this decision?

Third Part:

2. Do you believe that if the aforementioned answers have a positive result, it can be stated that you have successfully adapted to work?

6.5 TECHNIQUES OF INFORMATION ANALYSIS

The technique used for the information analysis was *open coding*. According to the research journal Elsevier, open coding is a method of “analyzing qualitative interview data that is outlined as a stage-by-stage process. Some of the problems associated with the method are identified. The researcher in the field of qualitative work is urged to be systematic and open to the difficulties of the task of understanding other people's perceptions”. (Burnard, 1991, pág. 461).

7. CHARACTERIZATION OF ADAPTATION PROCESSES AND PROFILES OF OUTSOURCED EMPLOYEES IN MALLS LOCATED IN COMUNA 11, MEDELLIN

The malls of *Comuna 11-Laureles*, like many other companies outsource some of their services for cost reduction and efficiency. The malls implement outsourcing practices for their cleaning, security, and maintenance services. These malls were chosen to implement the elaborated instrument in order to analyze if these outsourced employees' adaptation processes were.

The size of these malls and the fact that they outsource the aforementioned services, provides an optimal sample in which the instrument can be applied.

Chart No. 6 – Profiles of the surveyed outsourced employees

Adapted from: Self elaborated.

Interviewed Employees	Gender	Type of Job	Time working	Salary	Working hours per day
Interview 1	Female	Security	4 months	Did not supply the information	8
Interview 2	Female	Cleaning	2 years	Does not apply	8
Interview 3	Female	Cleaning	1 ½ year	Does not apply	8
Interview 4	Male	Cleaning	1 ½ year	Does not apply	8
Interview 5	Male	Maintenance	3 years	Does not apply	8
Interview 6	Male	Maintenance	2 years	Does not apply	8
Interview 7	Female	Cleaning	4 years	Does not apply	8
Interview 8	Female	Maintenance	2 months	Does not apply	8
Interview 9	Female	Cleaning	4 months	Does not apply	8
Interview 10	Male	Security	1 year	Does not apply	8

10 outsourced employees were interviewed. The number of employees was chosen in regards of showing a snapshot of the cognitive adaptation processes of the outsourced employees. 10 were chosen to get an even number from each mall, yet,

because of the nature of this research, the number was not as relevant as the results provided by the survey.

Also, factors like the schedule of the employees and the unwillingness of some of them to answer the survey, especially their wage, influenced the decision of leaving the sample with 10 outsourced employees.

In terms of field work, a specific date was chosen after the instrument was constructed. The authors of this research were responsible for conducting the interviews, which were done the same day, at each mall specifically in the afternoon, each interview varying approximately ten to fifteen minutes.

As explained above, the employees chosen that day were employees who provided external services to the malls and they wore a specific uniform which indicated their functions.

After doing 10 in depth interviews to the outsource employees, the following analyses were made. The following chart contains the 6 cognitive adaptation processes and the analysis made by the authors with each one. Each square explains whether the process was successfully carried out and in the end, it specifies whether the employee adapted or not.

Chart No. 7 – Analysis of the six cognitive adaptation processes of the surveyed outsourced employees

Adapted from: Self elaborated.

Adaptation Process	Interview 1	Interview 2	Interview 3	Interview 4	Interview 5
<p>Perception</p>	<p>The employee had a deficient perception of the organization given the poor stimulation (Bottom up processing), described by the employee as " They managed the employees in bad ways, mess in the organization, and poor rotation ", creating unconformity for future perceptions (bottom down processing). This is later confirmed when the employee specifies that "perception has not changed much"</p>	<p>The employee had a positive perception when it began working "I liked it ever since I began" and such perception did not change over time "I still like it a lot, nothing has changed"</p>	<p>The employee had a neutral perception of the organization which quickly turned into a positive one " I did not know of its existence, the impact on me was a 100% and I thought that the environment was fine ". Perception has remained the same, yet the employee feels motivated by this "It hasn't changed, motivates me even more".</p>	<p>The employee had an excellent perception of the organization. The stimulation was high given that the desire of being part of the company existed even before starting to work for the company. The current perception of the company and the job per se have not changed. Given that the employee has been working for enough time to evaluate the environment, the conformity stays unchangeable.</p>	<p>The employee had a negative perception of the organization, described by the employee as a "strict company". Nonetheless, the first perception did change through the years of working in the company, being more positive nowadays.</p>
<p>Attention</p>	<p>The selective aspect of the employee regarding the organization is monetary. Even though the employee carries its duties normally, attention is focused on money.</p>	<p>Attention is not specifically focused on an aspect given that the employee applied for the job "just to qualify for the position" and makes no reference on something in particular about the job.</p>	<p>Attention is divided in both positive aspects " Benefits, the company supports my family and " and negative ones "Negligence from bosses".</p>	<p>The selective aspect of the employee was based completely in the " good environment " that the company offers to their workforce. The employee did not mention the monetary stimuli.</p>	<p>The selection of the employee was made based on flexibility and relationships with co-workers. The remains of a stable organizational environment is the most important aspect for the employee.</p>
<p>Memory</p>	<p>Even though the employee mentions positive memorable aspects that the company has provided such as "food and transportation" (Short term memory), most of the connotations that the employee remembers are negative or as the employee states it "uncomfortable" (long term memory).</p>	<p>The aspects considered memorable by the employee are "special permissions" and has no notable experiences besides describing the job and the company as "cool".</p>	<p>The employee mentions that memorable aspects are "personal" and that most things that the organization does are "not transcendental". Finally, the employee refers to the company as "cool"</p>	<p>The employee affirmed that the company makes efforts to provide "as much as the employees need for their wellbeing". Both short term memory and long term memory leads to the same statement: satisfaction.</p>	<p>The employee describes the job as a "second home", showing that in the long term the memory provides satisfaction. Also, the employee mentions being satisfied with the strategies that the company makes regarding adaptation processes.</p>
<p>Language</p>	<p>The employee answered in a positive manner the aspects of communication that the company has with their employees, demonstrating positive comprehension, speech production and aquisition.</p>	<p>Both answers regarding communication were positive, providing a successful use of language.</p>	<p>Both answers regarding communication were positive, providing a successful use of language.</p>	<p>The employee answered in a positive manner the aspects of communication that the company has with their employees.</p>	<p>The employee answered in a positive manner the aspects of communication that the company has with their employees.</p>
<p>Problem Solving</p>	<p>The employee showed that there is a higher insight and restructuring by solving problems in a group manner, rather than individually.</p>	<p>The employee answered that solving a problem by group " is better, things become clearer and easier".</p>	<p>The employee believes that problems are not solved better in a group " In groups, it can bring misunderstandings and enhance the problem. Individually is better, more convincing"</p>	<p>The employee cooperates and prefers solving problems along side co-workers. This means that the company encourages working in teams.</p>	<p>The employee prefers solving problems in a group manner, specifying that the given tasks "get easier and the probability of missing details is less than working as an individual".</p>
<p>Reasoning and Decision Making</p>	<p>Given that the answers were considering evidence from conclusions rather than logic itself, " No, to make a decision I have to do a previous study of the situation. If the situation is not favourable, I must act in accordance with it, no matter if it is favorable or not". The employee mostly reasons in an inductive manner.</p>	<p>The employee reasons by the logical path of a deduction. The employee states that first "I must speak to my boss" regarding decisions and that acts "depending if it is good or bad".</p>	<p>The employee reasons depending on the case. Inductively " I insult them mentally", then deductively "I feel powerless, knowing that I cannot take actions in my defense. I use logic to solve the problem in a pacific way".</p>	<p>Even though the employee seems to be affected by parties that excludes the organization, the employee mostly reasons in an inductive manner, even in complicated situations.</p>	<p>The manner of reasoning of the employee indicates that the company does not support this process as the employee requires. The reactions and decisions are taken carefully in order to "fit in the organization". The employee reasons in a deductive manner.</p>
<p>Adaptation</p>	<p>Did not adapt: first, the employee stated that it has not adapted to the organization "No, I haven't adapted successfully. I believe that the company has to improve in aspects like the schedule of meetings, the poor rotation and payment processes", second not all of the processes happened positively in a consequent manner.</p>	<p>Adapted: First, the employee stated that it adapted "Yes, in the time that I have been here I have adapted and I feel well" and all of the processes happened positively in a consequent manner.</p>	<p>Did not Adapt: First, the employee said "Nowadays no one makes things for passion or with love, instead for the money. For example, people don't worry about their wellbeing, but they worry about money, I work for money", second not all of the processes happened positively in a consequent manner.</p>	<p>Adapted: The employee has successfully adapted to the job tasks and the organizations. Given the attitude showed during the interview, it can be said that the employee is satisfied.</p>	<p>Did not adapt: Even though the employee stated that was adapted, the specific answer was "I have accepted what I have to do at work", consequently the adaptation seems forced.</p>

Adaptation Process	Interview 6	Interview 7	Interview 8	Interview 9	Interview 10
Perception	When the employee started working, it had a neutral perception of the organization because " it seemed easy to do". Later, the employee states that its perception changed due to the duties required by the job "Satisfying the client is very difficult".	At first, the employee had a neutral perception of the company while showing initial fear of working in a new place "I was scared, at first one tries to avoid the clients, specially if new to the company". After some time, the employee says that its perception has changed to a more positive one because "the company has grown".	The employee had good perception of the company at the beginning, and the same thought has not changed throughout the time the employee has worked. The employee defined the company as " a really good company".	The employee started afraid of working in that company, mostly because it was his/her first time facing people continuously. In the end the employee felt better in his/her work place.	The appreciation of the employee was neutral, due to fact that at the beginning the employee did not feel related with the company.
Attention	Regarding attention, the employee wanted a different work experience, yet, what the employee considers most selective is " the bad communication, if there is no dialogue, then people will not agree on anything".	The selective aspect from this employee lays in that "the company chose me from the company that outsources our services". The employee does not mention anymore aspects, positive or negative.	In this case the employee feels satisfied regarding the company, taking into account the good experiences she/he has had at work. Although, at one point the employee complained about the environment with the co-workers	Te selective aspect in this case is that the employee feels needed from the company. In a negative way, some clients the employee had talked with have been rude.	The selective aspect for this employee lays on the importance of getting new knowledge from the company.
Memory	Memorable aspects from the employee are mixed. The positive include "extending the lunch hour and trust". The negative aspects include a "complicated" description of the job from the employee and a " lack of tolerance from the costumers " .	Regarding memory, notable aspects are all positive "if you do your job well, they have a compensation system to reward these actions". The employee also mentions "stability" and "flexible schedules" as selective aspects.	The image that remains with the employee is neutral. There was not any extraordinary aspect about the company. Instead, the employee remained saying how the bad environment with the a worker had been affecting him/her.	Memorable aspect for the employee are that the company allows to workers to get permits as much as they need it. Also, one word that the employee used to define the company was "entrepreneurship" .	Three words were mentioned by the employee: "Well being", "Stability" and "Motivation" . Clearly the company works to keep this employee comfortable at work.
Language	The employee answered negatively in terms of language. The employee considers that the company does not do a good job communicating with its employees and considers that a clear form of communication plays a positive role in the organization.	The employee answered positively in language, regarding a good communication system from the organization towards its employees.	Even though the employee accepts that there is a way to communicate effectively in the company, the employee declared that just in some moments the company applied it.	The employee answered positively regarding language, the company has a connection and good communication with their employees all the time.	The employee answered positively in language, regarding a good communication system from the organization towards its employees.
Problem Solving	The employee said that when solving problems by group "two heads think better than one". However, the employee stated that it would rather solve problems individually "people are usually closed minded to group ideas, too many perspectives and different arguments".	When it comes to solving problems, the employee specified that problems can be solved both individually and by group. "Individually if its a personal problem", "By group if something is not working in the company".	Regarding problem solving, the employee feels more comfortable working with a group, declaring that when he/she works that way the group comes with a permanent solution	For he employee, problem solving is a key role in an adaptation process. The responsibility is shared when the duties or problems are solved with other people, the employee affirmed.	The employee stated that " we have to assume the responsibility when there is too much work even though is not our first duty".
Reasoning and Decision Making	The employee reasons in a deductive manner "I can't talk back in a negative manner because it affects my job", following the logical path.	The employee reasons in a deductive manner " Call another coworker or talk to my boss if I don't know the answer. I always try to think of the wellbeing of the stores", using logic to reason.	the employee reasons in a deductive manner because he/she is conscious about that reacting the way he/she would like it could cause problems.	the employee reasons in a deductive manner because he/she is conscious that reactions can end up in bad decisions. "I need to take my place when I am facing a bad situation" the employee said.	the employee reasons in a deductive manner because he/she is conscious that reactions can end up in bad decisions. "I need to take my place when I am facing a bad situation" the employee said.
Adaptation	Did not adapt: Even tough some aspects of the answers were positive, most were negative, they did not happen in a consequent manner, and the employee said " I have not adapted successfully".	Adapted: The employee answered in a positive manner all of the cognitive aspects and stated that it adapted because of "the strategy that the company has been using with their employees".	Did not adapt: Even though the employee is comfortable working there, the environment with the other employees is affecting his/her full adaptation.	Adapted: The employee did not have any complains about any aspect about the company or the environment.	Adapted: The employee always showed a positive attitude about all the aspects that he/she was asked for during the interview. Also, he/she highly recommended the company as an employer.

8. RECOMMENDATIONS TO EMPLOYERS

Because this research aimed at explaining the adaptation processes of the outsourced employees, the results indicated whether or not some of these employees had successful cognitive adaptation processes. The criterion to make these recommendations lays in the chart presented above and the results provided within the analysis. The recommendations have then been categorized as follows: tips given to employers so that they can improve the adaption processes in their employees, whether they are faltering in perception, attention, memory, language, problem solving, reasoning or all of them.

- Since perception is the first process through which individuals adapt, having a **positive bottom up perception** from the company to the employees plays a key role on future perceptions such employees will have in regards of the organization.
- Companies should implement practices through which employees will find **selective** positive aspects, not just monetary, which remain **memorable** in the employees mind and increase a feeling of belonging.
- Increasing communication practices with their employees rises performance given that it causes employees to **comprehend, produce, and acquire** information better.
- Focusing on group projects in which employees can learn to solve problems together could intensify **insight** and **restructuring** of future problems the organization might face.
- Understanding the way employees reason (**inductively** or **deductively**) gives key elements on which position to place them and what practices need to be implemented in order to make such employees feel more comfortable and perform better.

- Keeping track of all of the above-mentioned processes and that they flow positively increases the probability of a successful adaptation process amongst outsourced employees.

9. CONCLUSIONS

- From a psychological perspective, the first item that stands out is that half of the outsourced employees did not adapt to the organization, meaning that 5 out of the 10 surveyed employees did not have a successful adaptation process. The one employee (interview number 3) actually did not answer to the third part of the survey which was focused on knowing whether the employee adapted or not. However, in question number 8 which was an introductory question for each employee, the employee specified that it was just monetary stimuli. The employee specified that the company had a good work environment in question number two, and in the sections of perception and attention he corroborated it. From this it can be understood that being comfortable in an organization does not necessarily mean that an employee has fully adapted to it.
- From a quantitative aspect, outsourcing favored both companies (cost reduction) and employees (income). From the employee's side, money is not the only factor that was considered when it came to adaptation. As a matter of fact, qualitative aspects were the main reason employees adapted or not to their specific jobs.
- From a legal standpoint, in Colombia, the Ministry of Labour made clear that any form of outsourcing work to be performed in the country, should give equal treatment to all employees of a company. It also prohibited any form of outsourcing that could weaken labour conditions of workers.
- The misuse of outsourcing by companies, violating labour rights, are exposed to fines up to five thousand legal minimum monthly wages, said Vice Minister of Labour Relations and Inspection, Enrique Borda Villegas. Borda (2014), affirmed that "An employer cannot outsource to end unlink unions or social security or to create conditions of inequality with other workers, he cannot

outsource with any intention to lower the guarantees and minimum rights of workers”.

- Out of the three outsourced employees that did not adapt, the fifth one gave a positive answer in the third part. Even though the employee started giving positive answers to the survey, in the second part in the section of problem solving and decision making, the employee specified that “I rather win the lottery and no longer work”. The employee also kept a hostile attitude during the whole interview and in the third part said that it accepted work rather than adapted to it. The first outsourced employee that did not adapt gave precise and negative answers throughout the survey. First of all, in the first part, the employee specified that it does have a sense of belonging with the organization. In the second part, starting from perception, gave negative answers and also provided detail justifying such; “bad management of employees, poor rotation, and lack of order”. From then, in the section of attention, memory, language, reasoning, and problem solving and decision making, the employee provided mostly negative connotations to the questions. In the end, the employee answered that it did not adapt successfully and even provided some recommendations on where the company needs improvement.
- The outsourced employees that adapted, were given “good treatment” and a sense of belonging, provided by company. In the second interview, the employee specified that the organization granted special permissions for personal errands.
- The attitude of the employees also gave an indication as to whether or not they adapted, even if they say that they did. Also, some of the employees thought that the interviewers were part of the company in a mission to evaluate them. This is something that can provide false information about the adaptation process, given the manipulated answers.
- Finally, adaptation processes are not only affected by the way companies implement their processes with the employees, but the relation that employees hold with coworkers, superiors and costumers in the workplace.

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